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DD/M&S Registry

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File

DD/M&S 74-1120

18 March 1974

MEMORANDUM FOR THE RECORD

SUBJECT: DD/M&S Office Directors Conference
8, 9 and 10 March 1974

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Attendance

1. In attendance were Messrs. Brownman, Blake, [] Yale, Fitzwater, Van Damm, Dr. Tietjen, Janney, Kane, Rodriguez, [] and []. Drs. [] were present for the Friday evening session.

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Introduction

2. Mr. Brownman made a few opening remarks to set the atmosphere for the weekend. He said it was not his intention to hold a sensitivity session in any sense of the word, but he wanted the benefit of open, candid discussion of a number of items in an informal and relaxed atmosphere. He mentioned that he had invited [] to attend any sessions which interested him.

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The Attitude Survey as a Tool for Management

3. In introducing Friday evening's session, Mr. Brownman said that he was interested in finding out how those present felt about the use of attitude surveys as tools for management. The thought was that a survey of all people in the M&S Career Services [] might be conducted. [] and [] had been invited to lead a discussion of the subject with a view toward reaching some conclusion about whether to proceed. [] opened the discussion with a brief review of some of his experiences with attitude surveys going back to the time of the Korean War when the Army became interested in learning why servicemen were signing up for courses with the U.S. Armed Forces Institute and not completing them. They ran the survey among 5,000 people with an 80% return and developed information that was considered very useful for USAFI. He alluded to several small surveys conducted in the Agency and talked at greater length about three larger survey efforts done in the Agency. In 1968, in direct response to an interest expressed by President Johnson, the Civil Service Commission undertook an effort to find out what happens to young people during their first year in Government: how effectively does Government use new, young employees. The survey was run in the Agency among 300 people who entered on duty in FY 1968. The attitudes of young

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Agency employees were found to be quite similar to those in other Government agencies. Where differences occurred they were favorable to the Agency. For example, Agency employees were more positive about making a career here; more favorable toward Agency working conditions; the import of organization goals and several other items. Agency employees generally regarded their prospects for promotion less favorably than young employees in other agencies. Results in the Agency were analyzed for comparative purposes between career trainees and non-career trainees. It was found that generally the CT's were more favorable toward an Agency career than the non-CT's.

4. In 1969 a survey was conducted among a sample of 555 people who had been employed by the Agency for periods of five and ten years and it was found that differences between these and the one year groups were not striking on most dimensions. Ninety percent were satisfied with the import of Agency goals; less than half were satisfied with the way the Agency was run and opportunities for promotion; more than half felt the Agency should take more interest in individual employees; sixty-three percent among the one year group were satisfied with the substance of their jobs; seventy-six percent among the five year group and eighty-three percent among the ten year group were satisfied with the substance of their jobs. Generally people overseas were more satisfied than people serving in Headquarters.

5. In 1971 a survey was conducted among the youth in response to concern on the part of Agency management about the possible existence of a generation gap between younger and older employees. A sample of 40 young people was used, ten from each Directorate. The views of the young people were found not to be vastly different from older people; there was little evidence of erosion of morale; there were no doubts about the goals of the Agency; and the assessment of the weaknesses and strengths of the Agency among the youth was quite similar to assessment by the older generation. Issues among the youths tended to be highly personalized relating to promotions, headroom, career planning and similar areas of concern to the individual.

6. [] concluded his remarks with the observation that attitude surveys should be used to focus on specific issues; broad brush surveys that are merely "interesting" should be avoided. Industry uses surveys to seek answers to specific questions or particular problems and get information which will help toward improvement.

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7. [] noted that the attitude survey is an organizational development process which can be used in a variety of ways: where there is a general need for knowledge; where there is a need for information about how to deal with certain issues; where there is a need for change; where information is required in the decision-making process. Any area can be examined where data can be collected. Selection of an area or question to be examined requires careful thought by employees as well as managers. If

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surveys are to be useful they must have the complete support and commitment of management; conclusions and results must be communicated to the participants; and there must be evidence that action has been taken as a result of the outcome of the survey. Management should have in mind before the survey is launched how it proposes to act and proceed when the results are in.

8. Several steps are involved in the conduct of a survey:

- a. An appropriate group must be identified.
- b. The problem--subject--issue to be investigated must be identified.
- c. Surveys should be conducted by professionals who are outsiders to the group being surveyed.
- d. Demographic variables must be identified and recognition given to the existence of groups within groups.
- e. The questionnaire must be constructed and due consideration must be given to the preservation of the anonymity of the participants. Distribution and return of the questionnaire must be direct between the individual participants and the professionals who conduct the survey.
- f. Items should be constructed in such a way that the responses can be quantified insofar as possible to facilitate data analysis.
- g. Feedback of results to participants is an essential ingredient.
- h. Action on the results is equally essential. Task groups may be set up to go into the results in greater depth in order to determine what specific actions should follow. Surveys may identify problems but they won't necessarily tell what to do about them.
- i. Surveys should result in change, improved morale, and a higher level of commitment.

9. Mr. Van Damm wondered what had changed as a result of the youth survey; did management learn anything new or did the survey merely confirm what was already known; how do we guard against responding to the vocal few. Mr. Fitzwater joined with Mr. Van Damm's query and offered the opinion that, rather than resort to a questionnaire, the manager should be able to keep a finger on the pulse of the organization by conducting his own surveys through interaction with his people day by day. Mr. Brownman acknowledged that this was a valid technique which should be

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applied by managers, but observed that it could only serve as a substitute for a broader attitude survey within very limited constraints. The manager using this technique is more likely to get a snapshot than a panorama; by the time he can get around to the last employee the environment and circumstances which existed when he met with the first employee will have changed significantly, such that the attitudes and opinions of the latter relate to an environment which will differ markedly from the former. [redacted] commented that generally there is less candor in a face to face situation than there will be when an anonymity can be preserved.

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10. Mr. Janney referred to an objective which had been proposed but dropped from consideration for the Office of Personnel relating to how well the culture of the Agency is prepared to accept and deal with the implications of EEO; how well prepared is the organization and what are the attitudes of the population toward promotion, advancement, career development for minority groups. Mr. Blake thought it would be useful to know what the attitudes of the people are toward the Agency and the M&S Directorate. Mr. Rodriguez offered the opinion that health of the organization is judged by the manner in which it is functioning; that the attitudes of the leadership are more relevant than the attitudes of the majority. He felt that a survey of attitudes toward the future would be much more relevant and valid than a survey of attitudes toward the past.

25X1A 11. [redacted] said that questions should not be asked unless there is a good possibility that management can do something about the answers or results. The subject of EEO generally probably would not be suitable for this reason. The policy of the Congress, the Administration and the Director is clear and there is no possibility that the Agency could take any action about EEO which is inconsistent with that policy. It might be possible to do something about discrimination should the attitudes of the population suggest that it exists, but the general precepts of equal employment opportunity should not be a major focus of any survey that might be conducted.

12. Mr. Kane wondered about the practicality of sampling the entire population of the M&S Directorate, and asked what might constitute a valid sample. He wondered whether the difference in the validity of the results from a broad as opposed to a narrow sample would justify the difference in the cost of conducting the broader survey. [redacted] responded that essentially the same amount of professional time by the developers and administrators of the survey would be required whether the sample is narrow or broad. The difference would be in the preparation of the data or input to computer systems. The difference in the cost, therefore, would not be of preemptive significance. Mr. Brownman added that limiting the sample leads to bias and we don't want to be put into a position of taking action on the basis of a biased result.

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13. Mr. Blake suggested that the group consider the focus of the survey be changed from Directorate level to Agency level and Mr. Brownman responded that while he favored the broader approach, he thought that it would be necessary to demonstrate the validity of the technique before it could be sold. He said that he is conscious of a feeling among M&S people that they are second-class citizens and he would prefer to get across the idea that they are the backbone of the Agency and wondered if a survey might not be useful in this regard. Mr. Blake mentioned that the concept of "an American intelligence service" which Mr. Colby has put forth in various Agency public appearances might be a useful area to explore in terms of its meaning to the population or their lack of understanding of it.

Action

14. In conclusion Mr. Brownman asked all Office Directors to submit to the Psychological Services Staff/OMS before close of business Friday, 15 March, a memorandum identifying areas they suggest a survey might cover; they should suggest topics and the kinds of information they feel would be useful for management to have about them. [] requested that they develop sufficient detail about each topic to make as clear as possible what they have in mind.

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The M&S Personnel Development Plan

15. On Saturday morning, Mr. Janney led a discussion of the M&S Personnel Development Plan. He presented each participant with a folder containing a number of statistical charts. Much of the discussion focused on particular statistics on individual charts with the interpretation of their meaning seeming to relate to the interpretation and understanding each individual had in the preparation of the background materials which served as a basis for the aggregate compilation prepared by the Office of Personnel. Much of the confusion seemed to relate to an apparent mixture of data about positions with data about people. Numbers representing vacancies are not in every case true vacancies; in some cases they seem to represent headroom. A position at the GS-17 level identified as vacant might in fact be occupied by an individual at the GS-16 level. In other cases the GS-17 positions might be truly vacant.

Action

16. It was agreed generally that two separate documents are required: one to deal with position vacancies and the other to deal with people and promotional headroom. It was also agreed that the figures could only be meaningful to individual Office Directors in relation to the backup documents each of them had prepared for their own jurisdictions. Finally it was agreed that further study and analysis is required by all parties concerned in preparation for another discussion to be scheduled at Headquarters. A date for such a discussion was not set.

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Planning for Succession in Key M&S Positions

17. Saturday morning from 10:00 until 12:00 was devoted to discussion in executive session of planning for succession in key M&S positions.

Executive Development Conference

18. After lunch Mr. Rodriguez led a discussion about the Director's desire to plan and structure an "Executive Development Conference". What exactly is meant by that is not clear. The Director seems to feel that external management courses at universities are not as rewarding to the Agency as training our own managers internally. Some features of management training have been integrated into a number of OTR courses. OTR has experimented with a pilot management conference with its own officers but concluded that it was not productive in proportion to the time required. With any other audience, of course, there is always the major problem of getting the executives together for the required time.

19. Mr. Brownman suggested that a two or three day symposium might be appropriate with six to eight speakers from within the Agency to discuss the management techniques they have applied or considered significant. Topics might include delegation of authority, periodic review and evaluation, communication and feedback, planning, motivation, and other similar subjects.

20. There was speculation that the Director might consider a conference such as this one among the DD/M&S Office Directors as meeting his definition of a leadership conference. Mr. Van Damm suggested that the agenda for such a conference might be comprised of Agency problems and Agency methods of solving problems. Mr. Blake suggested that the Director should involve himself directly with such a conference by personal participation on the first and last days. Topics might include the Director and his relationship with the Congress; what the Congress thinks the Agency should be and do; ramifications of press relationships; ramifications of relationships with the White House and Mr. Kissinger; what does Mr. Colby see the size of the Agency to be at what point in time; what is the Director's concept of an American intelligence service; what role should the Agency play in the Community and to what extent should the Community be expected to furnish the assets.

Action

21. Mr. Rodriguez will produce a paper offering a menu of topics and a plan for an executive conference.

Annual Personnel Plan

22. Mr. Janney led a discussion of the Annual Personnel Plan based upon a series of statistical charts which he handed out to each of the

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conferees. As with the Personnel Development Plan, much of the discussion was taken up with attempts to reach common understanding of the derivation and composition of the numbers. Different Offices had applied different interpretations of the terms "professional", "clerical", and "technical", which causes distortion of the aggregate figures produced by the Office of Personnel.

Action

23. It was agreed that the Office Directors would take the APP and PDP papers to study and refine them in relation to their own background documents with the objective of making them meaningful personnel management tools. A meeting will be scheduled at Headquarters in the near future to discuss the APP and PDP.

Functional Review and FY1975 Position Reductions

24. Mr. Blake reported progress being made by the Associate Deputy Directors in their review of functions which is to lead to determinations about how the Agency can take the position reductions necessary to meet the goal set for the overall strength of the Agency in FY 1975. The ADD's were formed as a committee under the chairmanship of the Comptroller at the direction of the Management Committee as a result of a paper submitted by [redacted] while Mr. Brownman was on a trip last December. Mr. Blake described the approach being taken by the committee and the manner in which the resource packages are being used. The DD/M&S presentation was made in meetings on 5 and 7 March, which took a total of about five hours. It was agreed by the group earlier that they would hear from all four Directorates and the Office of the Director before making any attempt to arrive at specific decisions about what functions could be reduced or eliminated and where the Agency would reduce positions. It is too early to tell what conclusions will be reached but there seems to be a distinct possibility that the group will say to the Director that it is unrealistic to expect the Agency to take a reduction as extensive as it has been directed to take.

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25. One of the most useful characteristics of the sessions is the educational process it engenders. There is a great void in the understanding of the other Directorates about what the M&S Directorate is all about. Mr. Blake outlined the content of a paper presented to the other ADD's which takes the position that a great bulk of M&S positions are in direct support of the other components of the Agency and not part of Headquarters overhead. [redacted], the CT program are examples of positions in this Directorate which are more directly related to the operations of other components of the Agency and the Intelligence Community than they are to the M&S Directorate itself. This approach seems to have struck a sympathetic chord in at least a part of the group.

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26. Mr. Blake went through the functional review package as submitted to the Committee and recounted some of the observations and comments made about each. Specific tasking to develop supplemental information where required will be completed for each Office as soon as Mr. Blake has the opportunity to organize his notes.

a. Office of Finance. More time was devoted to the discussion of the Office of Finance package than any other single Office submission, but this was because it was first; not because of any particular problems. There was speculation about the possibility of transferring responsibility for administering CIARDS annuities to the Civil Service Commission, but it was agreed that nothing could be done about this in time to help with the FY 1975 reductions. The possibility of eliminating or reducing the Central Travel Branch and reallocating the essential functions it performs was a controversial item and no firm conclusions were reached. Mr. Blake noted here that discussion of the Central Processing Branch was deferred pending further analysis of the recommendations offered by the committee which had studied the problem recently.

b. Office of Security. The DDO protested vigorously the

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and some supplementary information will be required. It was noted that there are some 21 positions in the Office of Security devoted exclusively to the support of Community activities. It was agreed that all positions in the Agency which are devoted to Community activities should be separately identified as a basis for making a point to the Director and possibly suggesting that he get help from the Community or get out of the business.

c. Office of Training. There is a possibility that the Office of Training might suffer because of its honest presentation. There was general agreement that the 25 positions identified are vulnerable but no decisions were made.

d. Office of Joint Computer Support. There was general agreement that everyone has an equity in the Office of Joint Computer Support and it was agreed that there would be no reductions there.

e. Office of Personnel. The insurance programs generated some discussion but the DDO offered strong support to retaining them. PMCD came under fire but it was finally acknowledged that it cannot be abolished as long as the Agency adheres to the Civil Service Commission system and has no separate system of its own.

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f. Office of Logistics. Heavy reductions taken by the Office of Logistics in the past stimulated some sympathetic reaction. The shuttle bus and motor pool service stimulated extensive discussion with the conclusion that converting these positions to contract may be a viable option. Timeliness was the primary argument offered by the ADDI in support of retaining responsibility for producing [] unclassified publications in the Printing Services Division.

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g. Office of Medical Services. The group had some questions and lack of understanding of what research psychologists do. The MPT/PHE raised some questions and caused some speculation about whether OMS might not have been over-staffed in the past if it is now able to expand its services to a significantly broader percentage of the population. The thought that the executive annual physical examination program might be curtailed if things get really tight was surfaced and discussed inconclusively.

h. Office of Communications. The format of the Office of Communications' presentation caused some confusion and discussion. [] is to work with the Office of Communications in search of alternate ways to present the information with particular attention to communications support to the traffic and activities of other agencies.

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i. Office of the DD/M&S. Mr. Blake offered the observation that the staff of the O-DD/M&S is really too small.

j. History. There is not a great deal of interest or support among the ADD's for the retention and perpetuation of a historical program. Mr. Brownman said he thought there was a legal requirement that agencies of the Government have historical programs and Mr. Blake responded that he thought this might be true in the case of an Archivist, but was not aware of any legal requirement that there be a history program.

k. Career Trainees. There seems to be some sympathy among the ADD's for the plight of the DD/M&S not only because the entire ceiling of the program is attributed to this Directorate when it is actually one of the smallest users of the output, but also because we have to carry the positions required to recruit, clear and otherwise process all of the entrants into the program. The possibility of bringing CT's on board under contract for the first year was acknowledged as an option worth considering. The possibility of persuading OMB that the CT program might be considered "in excess of strength" similar to the arrangement we have with the Temporary Assignment Section for employment of new clericals is an additional option worth considering.

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Action

27. Mr. Blake will make available to individual Offices specific requests for supporting information as soon as he can in order that it can be available before final deliberations of the ADD Committee are concluded.

Alumni Association

28. The question of whether the Agency should sponsor an alumni association to be composed of former employees has been raised from time to time in the past and is again an active question now. Mr. Blake recalled that the subject was first studied about five or six years ago and again about three years ago and on both occasions the conclusion was that the Agency should not as a matter of policy sponsor such a group. During the past two years at least two groups have grown independent of any Agency sponsorship, one in Washington area and one in Florida. The Washington group calls itself the SEALS which stands for the Security Alumni Association. [] is the organizer and a group of about 60 people meets every month or two. The next meeting will be a luncheon scheduled in April. The Florida group has put together volume one of what promises to be a periodic publication. It has compiled the names and addresses of 150 former employees and is pointed toward the formation of a national organization. Before Col. White retired his official position was opposed to Agency sponsorship of such an organization, but according to a conversation he had with Fred Jamney recently, his attitude now is that such an organization is going to grow and flourish regardless of what the official Agency attitude might be.

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29. An Agency sponsored alumni day is currently scheduled in the auditorium on the 11th of May 1974. Mr. Jamney and Mr. Kane were tasked by Mr. Brownman to prepare a paper before that time to present to Mr. Colby their recommendations about what the official Agency attitude toward sponsorship of an alumni association should be.

Testing and Evaluating Students

30. Mr. Rodriguez led a discussion of testing and evaluating students in OTR courses. He reported that in 13 of 54 courses students currently are evaluated and evaluations reported to supervisors; 10 are evaluated but the evaluations are kept in the Office of Training for the guidance of the instructors in planning curriculum modifications; and 29 courses include no provision for evaluation. Historically the experience of OTR has been that test results and evaluations have been used by supervisors for taking actions not in the best interest of the student; they become a permanent part of the record and may affect adversely the consideration

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of the employee for reassignment or promotion. A requirement that testing be an integral part of OTR courses would require an entirely different approach to the content of the courses and the method of instruction. Courses have to be much more precisely constructed and teaching techniques as well as course content have to be adapted accordingly.

31. Mr. Brownman believes that testing can serve to sharpen the curriculum as well as stimulate more active and productive participation by the students particularly if they know that their performance will have an effect upon their future assignments and career development. An entirely different and improved attitude toward training should result. Training is expensive and testing would help in the evaluation and determination of whether the Agency is getting a proper return.

32. There was extensive and lively debate, some of which seemed to revolve around some confusion between testing and evaluation. Testing is one form of evaluation, but it is not the only form. It may not be practical to use testing as the means of evaluation in such courses as the Midcareer and Senior Seminar, but there are other forms of evaluation which can and should be applied. The results of training courses and the performance of individuals in them are important inputs to the overall deliberations of the manager who is responsible for selection of personnel for advancement. Evaluations should be objective wherever objectivity is practical, but evaluations should not be shunned where there is no alternative but for them to be subjective.

Action

33. The conclusion was that the subject requires further discussion and that psychologists should be invited to participate.

Letters of Instruction

34. Mr. Jamney led the discussion of Letters of Instruction. He said that they had been introduced in the Far East Division in 1968 primarily as instructions to Chiefs of Station. They were personalized and brief. The idea has been extended by the Director to the entire Agency and the various components have issued individual instructions requiring their completion. Mr. Brownman said that he had included the LOI's on the agenda for the purpose of getting the Office Directors' reaction to them; are LOI's an integral part of management by objectives or are they competitive with MBO? Mr. Blake said that LOI's prepared and submitted by Office Directors illustrate that there is no clear and uniform understanding of what LOI's are or are intended to be.

35. Mr. Fitzwater endorsed the LOI as a management tool. They provide an opportunity for the employee and the supervisor to discuss and reach an understanding about what is expected of the individual in

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each particular job. They eliminate the possibility of failure to perform because the individual didn't know what was expected of him and they give the supervisor particular points of reference in his preparation of fitness reports which tends to facilitate a more critical rating. He feels the LOI overlaps with the job description to some extent, and may even be substituted for it.

36. Mr. Yale was interested in a definition of the relationship between LOI's and job descriptions because position classifiers from the Office of Personnel are expected to start in the Office of Finance on Monday morning and he has been given to understand that the LOI's will be used as the point of departure for the position classification.

37. Mr. Brownman expressed concern that the concepts of MBO and LOI's, among other things, have been adopted and implemented without having been carefully thought through. All of these things should hang together but they don't. Mr. Janney emphasized the point that LOI's may relate closely to the job description, but the LOI is a highly personalized document aimed at the assets and strengths of the individual employee in relation to the manner in which he is expected to perform the duties of the job to which he has been assigned. Mr. Van Damm made the point that LOI's should start at the top with the Director and each Deputy Director. The LOI, job description, fitness report, and MBO are separate. Dr. Tietjen said that the LOI was introduced in the Agency as a means for Headquarters to get better control over overseas operations. The essence of the LOI, therefore, has something to do with control. It will vary among activities and individuals. It is difficult in a LOI to cover all of the features of a relationship between an individual and his supervisor. Many aspects of that relationship do not lend themselves to being reduced to writing. The LOI essentially relates to people who don't really understand what is expected of them.

Action

38. Mr. Brownman appointed Mr. Keith and Mr. Van Damm as members of a study team under the chairmanship of Mr. Janney to produce a plain concept and definition of what the LOI is intended to be for issuance as general guidance. [] will serve as secretary to the committee.

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Allocation of Supergrade Ceiling

39. The allocation of supergrade ceiling was discussed briefly. By 30 June 1974, OMB expects the Agency will have no more than 7% of its supergrade ceiling unencumbered at the grade of the position. Recommendations for supergrade promotions have already been submitted.

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Action

40. Mr. Brownman requested that Office Directors submit to him by Friday, 15 March, their plans for supergrade promotions to be recommended in the next cycle, so we can project how close we expect to come to the OMB figure.

State of the Directorate

41. Mr. Brownman described the outline of the presentation he plans to make on Friday, 15 March, for the State of the Directorate message and invited comments and suggestions.

Action

42. [] was tasked with incorporating the suggestions into a new outline for Mr. Brownman's review by close of business Tuesday, 12 March.

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Executive Dining Room

43. Mr. Van Dam presented the problem of the Executive Dining Room to the group for discussion. He reviewed the background that the slots for the shuttle bus service and the EDR had been given up as a part of the FY 1974 reductions. He described the alternatives proposed by GSI (Government Services, Inc.) and none of them seems practical. Mr. Brownman offered the opinion that it is morally wrong for the Agency to subsidize the EDR to the extent that it does and retain six positions to operate it while we are being forced to give up positions which are important to the basic mission and functions of the Agency. The consensus of the group around the table seemed to be that some way should be found to keep the EDR, and [] reminded Mr. Brownman that the DDO had submitted a strong position memorandum in opposition to its elimination. No conclusions were reached which would relieve the basic dilemma.

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Conclusion

44. Mr. Brownman said that he felt this had been a very useful weekend and thought that it should be repeated two or three times a year. He asked each Office Director to be on the alert for issues worthy of discussion at such sessions.

45. The conference adjourned at noon, Sunday, 10 March 1974.

Distribution:

Orig - DDM&S Subject
1 - DDM&S Chrono
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[]
Chief, DD/M&S Plans Staff

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Program for DD/M&S Conference

- 8, 9, 10 March

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Friday, 8 March

Afternoon : Arrive, get settled, "Happy Hour"

1730-1845 : Dinner

1900 : "The Attitude Survey as a Tool for Management" - Panel discussion.- Psychological Services Staff

Saturday, 9 March

0730-0900 : Breakfast

0900-1000 : M&S Personnel Development Plan - Mr. Janney

1000-1100 : Planning for Succession in Key M&S Positions - Mr. Brownman

1100-1130 : Security Reindoctrination Program - 30-minute film

1130-1200 : Agency Executive Conference - Mr. Rodriguez

1200-1400 : Lunch

1400-1500 : Annual Personnel Plan - Mr. Janney

1500-1600 : Functional Review and FY 75 Personnel Reductions - Mr. Blake

1600-1630 : Alumni - Mr. Janney

1630-1800 : Dinner

1800-1900 : Testing and Evaluating Students - Mr. Rodriguez

1900-2000 : Discussion of LOI's - Mr. Janney

2000-2100 : Directorate Planning Strategy - overall objectives - Discussion.

Sunday, 10 March

0700-0830 : Breakfast

0830-1130 : State of the Directorate - Dry run - Mr. Brownman

1130-1300 : Lunch and depart.

Possible Fillers:

The impact of a reduction in functions - each Office Director.

The increased paper workload -- what can be, has been, done to reduce it.

Handling the personnel surplus situation.

Discussion of means for establishing computer programming priorities.

Getting support implications recognized in the decision-making process.

The EEO program.

The schedule for meals is fixed; the program schedule is flexible. If a topic requires less time than allotted the topics following on the schedule will be moved forward; if the topic requires more time than allotted the topics following on the schedule will be moved back except that nothing will be scheduled after lunch on Sunday. If the Saturday schedule is significantly compressed and sufficient time becomes available in the evening one or more of the above fill-in topics will be discussed.

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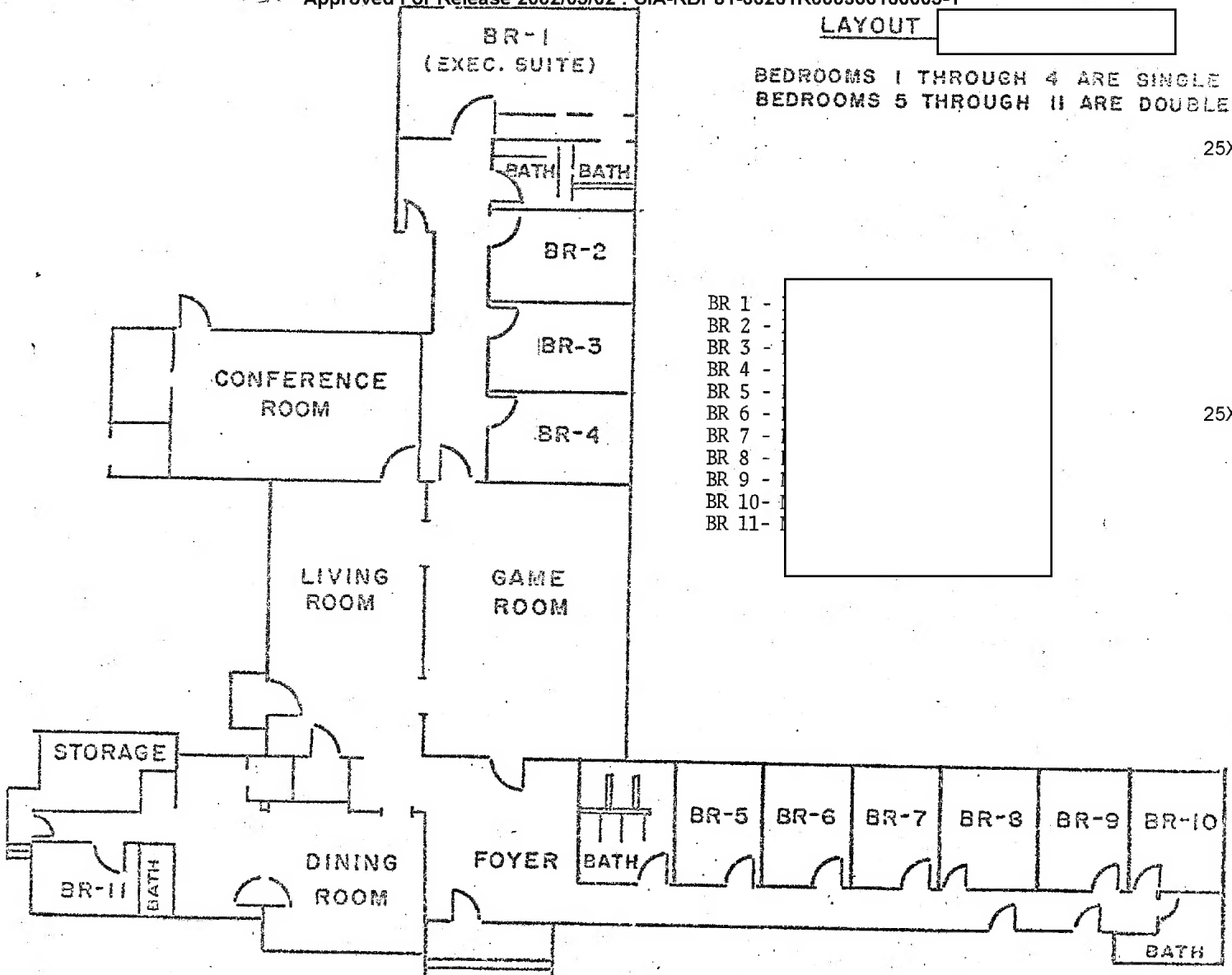
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LAYOUT

BEDROOMS 1 THROUGH 4 ARE SINGLE
BEDROOMS 5 THROUGH 11 ARE DOUBLE

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- BR 1 -
- BR 2 -
- BR 3 -
- BR 4 -
- BR 5 -
- BR 6 -
- BR 7 -
- BR 8 -
- BR 9 -
- BR 10 -
- BR 11 -

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